

Unit 1: Cultural Awareness

Objectives

At the end of this unit, you will

Be aware of the following

- Broad implications of culture
- Reasons cultural awareness is important for military intelligence linguists
- Cultural awareness advantages possessed by military personnel
- Selected Russian and American cultural similarities and differences
- American and Russian values expressed through proverbs
- Russian societal and personal values
- Differing perceptions of time
- Steps to build cultural sensitivity
- Barriers to cultural understanding
- Treatment plan for cultural shock

Identify

- Culture, proverbs, perceptions
- Peace operations
- Monochronic and polychronic time
- Creative generalizations
- Ethnocentrism, prejudice, stereotypes, culture shock
- "Russian Soul"
- Anton Rubinstein, Nicholas Rimsky-Korsakov, Peter Illyich Tchaikovsky, Modest Musorgsky, Sergei Rachmaninov, Igor Stravinsky
- Sergei Prokofiev, Dmitri Shostakovich, Wassily Kandinsky, Marc Chagall
- Alexander Pushkin, Nikolai Gogol, Ivan Turgenev, Fyodor Dostoyevski, Leo Tolstoy
- Aleksandr Solzhenitsyn, Boris Pasternak, Anton Chekhov, Maxim Gorky
- Iurii Gagarin
- Slavophile

Realize

- Ease in making cultural misperceptions
- Continuous learning required for cultural awareness
- Cultural variety experienced in American society
- Interconnectedness of religion and culture
- Information glut as a barrier to understanding
- Manifestations of culture shock
- Importance of education in Russian society
- Select education systems in the Russian Federation
- Select Russian contribution in art, music, literature and applied science

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"The new military needs soldiers [sailors, airmen, marines] who can deal with a diversity of peoples and cultures, who can tolerate ambiguity, take initiative, and ask questions."

-- Alvin and Heidi Toffler, War and Anti-War, p. 74.

"You have to understand the culture you're getting involved in. We never do a good job of cultural intelligence, of understanding what makes people tick, what their structure is, where authority lies, what is different about their values and their way of doing business."

-- U.S. Marine Corps general, remarks to 1994 U.S. Army Command and General Staff College Class

"The central elements of any culture or civilization are language and religion..."

In coping with identity crisis, what counts for people are blood and belief, faith and family. People rally to those with similar ancestry, religion, language, values, and institutions and distance themselves from those with different ones."

-- Professor Samuel Huntington, The Clash of Civilizations, pp. 59, 126.

I. Culture--What is it?

"The values, beliefs and attitudes influencing behavior and relationships within a given group."
(Richard Mead, International Management, p. 6.)

That which guides people in their thinking, acting and feeling. Language, values, customary behaviors; ideas, beliefs and patterns of thinking; these attributes describe social characteristics of a people.

This total way of life of a group--passed on from generation to generation--is the shared culture of that populace.

II. Why is Cultural Awareness Important for Military Linguists?

1. Peace Operations Historically, military strategists often viewed cultural factors on the battlefield as insignificant. Recent peace operations and combined United Nations/multinational ventures however, illustrate the importance of these considerations.

"Population distribution, ethnic backgrounds, languages, religious beliefs, and political loyalties of civilian personnel all emerge as significant components of successful intelligence collection."
(FM 100-23, Peace Operations, p. 46.)

2. Intelligence Including the cultural dimension enables a more complete intelligence picture. In a recent Parameters article, Dr. Paul Bellutowski, of the U.S. Marine Corps Command and Staff College, wrote...



"Understanding culture may help to answer important military and civil questions such as the will of the enemy to fight, the determination of resistance groups to persevere, or the willingness of the populace to support insurgents or warlords." (Parameters, Spring 96, p. 34.)

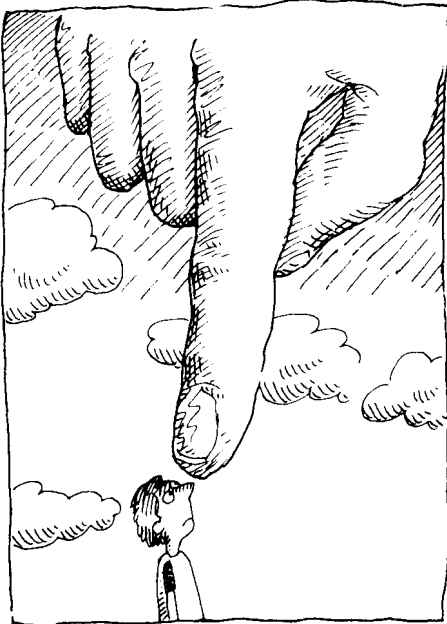
On the strategic level, this dimension influences directions of campaigns and coalition partnerships. On a tactical level, cultural awareness promotes fuller understanding of sources, and the worldviews from which intelligence data arises.

3. Allies Awareness of distinct practices and ways facilitates harmonious interaction with Allied counterparts.

When perceptions become rigid, negative attitudes (stereotypes) set in. Communication falters, animosities fester and suspicions arise.

Cultural awareness, on the other hand, of one's own and another's culture, enhances communication and facilitates positive interaction between peoples.

Guidance outlined for commanders in Field Manual 100-5, Operations, is instructive. Combined operations, involving military forces of two or more nations, display the need for cultural awareness by U.S. personnel.



"Differences in work ethic, standards of living, religion, and discipline affect the way nations approach war. Commanders cannot ignore these differences because they represent potential major problems."

Even seemingly minor differences, such as dietary restrictions or officer/soldier relationships, can have great impact. Commanders may have to accommodate religious holidays, prayer calls, and other unique

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cultural traditions that are important to allies." (FM 100-5, p. 5-2)

Desert Storm/Shield accentuated the need for cultural sensitivity. General H. Norman Schwarzkopf's knowledge of Saudi Arabian ways enabled him to adjust to customs of the Arabian Peninsula.

Guidelines for U.S. Army staff included sensitivity to traditional practices, acceptance of the situation, and patience. Writes General Schwarzkopf, "I'm not known for being patient, but to do the job there [Saudi Arabia], that's just what I was. Decisions that would require fifteen minutes in Tampa or Washington would often consume three hours in Riyadh, as we sipped coffee, told stories and philosophized." (It Doesn't Take a Hero, p. 334.)

For Desert Storm/Shield/Farewell Chief of Logistics LTG Gus Pagonis, the total experience was one of continuous learning. Recognition of the importance of religion, non-verbal communication patterns, gender issues and nuances of gestures and taboos played a big role.

Displaying calmness and self-control in all settings became foremost.



"I am a blunt person, and I'm not known as a paragon of patience. But I soon learned that in the Middle East, you have to go slow to go fast. And so we did." (Moving Mountains, p. 107.)

4. Military Occupational Specialty (MOS) Flexibility

Linguists--whatever their specific MOS--must realize their language abilities cause them to be seen as subject matter experts by their command. Depending on the need or crisis at hand, linguists may be called upon to interpret, translate, or serve as cultural advisors to the command. These varying tasks may be assigned in addition to specific skills required of interrogators, voice intercept operators or analysts.

Former VII Corps (during Desert Storm) and Forces Command (FORSCOM) commander General Frederick M. Franks, Jr. wrote concerning the flexibility and adaptability required of today's military member.

"We will not have room for specialists. We must develop a team that plays both ways, a team that is scrappy and willing to perform many missions, a team that is versatile and agile." (FM 100-23, Peace Operations, p. 87.)

III. Cultural Awareness Advantages Possessed by Military Personnel

1. Diversity The United States military is the largest, most diverse organization in our nation. Ethnic, racial and regional diversity is built in to the force structure.



There is much variety in our country, even though a common culture centered in the Constitution binds all Americans together. Consider the differences displayed depending on whether one comes from an urban/rural, suburb/inner city setting.

Regional contrasts--from the Eastern establishment to the South, Southern California to the Mid West--make for distinct ways of looking at the world. Ethnic backgrounds, whether Native American, Hispanic, African

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American, Caucasian, Asian American--tend to influence one's overall perspective.

Responses to social/political issues also express this variety. Think of reactions to the following topics:

- The federal deficit
- Gun control
- Ordination of women
- Gays/lesbians in military
- Abortion
- Home schooling
- Women in combat
- Priests and marriage
- Pay for professional athletes

With many of these topics, responses vary. Emotions simmer. Discussions often become so heated that rational dialogue leaves the picture. When we realize the volatile nature of disagreements to issues within our own land, then we can more readily empathize with differences expressed by individuals within other countries.

2. Basic Training



Basic training instills values which contribute to successful handling of new, culturally sensitive settings.

3. DLIFLC In the laboratory of the Defense Language Institute Foreign Language Center classroom, we're privileged to observe manners, customs and folkways of instructors who come from many different countries and cultures.

4. Joint Operations The joint environment within our Armed Forces promotes respect and mannerliness which can easily be adapted to new settings.

5. Being American Living daily with the variety possessed by our own society constitutes a real cultural awareness advantage.



IV. Values

1. Values Expressed Through Proverbs Proverbs--short, pithy sayings commonplace within a culture--also describe basic values of a people. Customary sayings of Americans include:

- A penny saved is a penny earned.
- Time is money.
- Early to bed, early to rise, makes a person healthy, wealthy, and wise.
- God helps those who help themselves.
- No rest for the wicked.
- You've made your bed, now go sleep in it.
- The squeaky wheel gets the grease.
- A stitch in time saves nine.
- If at first you don't succeed, try, try again.
- Laugh and the world laughs with you; weep and you weep alone.
- Never let them see you sweat.

Russian proverbs and sayings, adapted from Yale Richmond's From Nyet to Da, and DLIFLC Russian faculty input, offers contrasting perspectives.

- At home, do as you wish, but in public as you are told.

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- Trust, but verify (much like President Reagan's policy).
- There is no disputing a proverb, a fool or the truth.
- If all laws perished, the people would live in truth and justice.
- The slower you go, the further you'll get.
- Who serves the Tzar cannot serve the people.
- Better to have one hundred friends than one hundred rubles.

- Don't hurry to reply, but hurry to listen.
- Together in the village we will move even mountains.
- It's easy to steal when seven others are stealing.
- If people could foresee the future, they would still behave as they do now.



- More people are drowned in a glass than in the ocean.
- Don't brag about the deal until you get the seal.
- Instruction shapes your mind; upbringing, your manners.

2. American Values In his book entitled American Ways, author Gary Althen identifies the following common American values and assumptions.

- **Individualism and privacy**



Seeing ourselves as separate individuals, responsible for our own lives and destinies, is perhaps our most common characteristic as a people.

- **Equality** Overall, we have a deep faith in the fundamental way all people are equal, with no one born superior to anyone else.
- **Informality** Speech, dress, posture, and casualness all indicate the general unpretentious manner in which we approach life.
- **Future, change, progress** The future, rather than history and tradition, is our most pressing concern. Prospects for growth and development become primary considerations.
- **Goodness of humanity** We tend to see people as basically good.



The widespread emphasis on education, training, and self-improvement--where individuals through effort can better themselves--demonstrates this value.

- **Time**

We place efficiency, organization and disciplined use of time as a high priority. The "immediate instant," becomes the focus.

Because our *"daily life is among the fastest on earth...Time horizons are truncated...."* (Toffler, War and Anti-War, p. 248.)

In contrast, many peoples in the Russian Federation draw from centuries of history. Time constraints become less important.

- **Achievement, action, work, materialism** Someone who gets the job done is highly valued. Motivated achievers become valued associates. Successful, action oriented, on-the-go individuals who make something of themselves receive high regard.
- **Directness and assertiveness**

We practice a frank, open and direct way of communicating. Laying all the cards on the table and getting to the point speak to this straightforward manner practiced by many Americans.

3. Russian and American Cultural Values In his book, From Nyet to Da--Understanding the Russians, Yale Richmond discusses similarities and differences between American and Russian cultural values. Mr. Richmond bases his findings on over thirty years of day-to-day contact with the peoples of Russia and the Newly Independent States. While on assignments with the Department of State, U.S. Information Agency, Commission on Security and Cooperation in Europe and the National Endowment for Democracy, Yale Richmond oversaw cultural, education and science exchanges with the peoples of this region.

a. Similarities



(1) Continent orientation Both the United States and Russia are great world powers, comprised of many ethnic groups, and inhabiting vast amounts of land area.

(2) Frontier spirit An expansionist outlook, which sought to extend borders to geographic limits characterizes the two nations. For the Russians, Siberia was the "last horizon." The West (Great Plains, Rockies and Pacific) became the focus for 19th century America.

(3) Nuclear weaponry Dealing with huge arsenals of armaments, resulting environmental issues, and the tensions inherent in possessing great capacities for destruction are mutually shared concerns.



(4) Bigness Both nations "think big." They share an energetic, inventive emphasis, with a resultant direct and blunt approach to problems. Both appreciate a lack of pretense and display heartfelt hospitality. (Some would say however, that Americans, by and large, are less hospitable than Russians).

b. Differences

(1) Authority In the United States, power flows upwards from the people to elected officials. In Russia, highly centralized, authoritarian decision makers impose change from above.

(2) Individual/group One of the most distinguishing characteristics of the American people is the emphasis on and celebration of the individual. From earliest times, Russia has placed communal good (the group) above that of the solitary individual.

(3) History of conflict Outside of the Civil War, most of America's major wars have been fought far from her shores. The resultant internal devastation and physical hardship is alien. Russia, on the other hand, has historically seen much conflict. Internal violence, suffering, cruelty and death has been her lot.



4. Russian Culture

a. The Russian Soul Yale Richmond points out the pervasive influence of the "Russian Soul" (Russkaya Dusha) throughout society.

This depth of romantic spirit and character expresses itself in an emphasis on feeling, sentiment, nostalgia for the past and a valuing of suffering over satisfaction. The purity of traditional Russian values--self-sacrifice, duty, compassion, family importance, love of nature, respect for parents, old age and education--contrast with the more secular bent of the West. (See From Nyet to Da, pp. 45-49.)

Though impossible to fully define, the "Russian Soul" also is characterized by a prolonged patience which, when finally exhausted, gives way to explosive anger.



Personal relationships, and a sensitivity to another's feelings and values, command great importance. A rich spirituality which accentuates courage and moral strength, most readily exemplified by the author Aleksandr Solzhenitsyn, is highly valued. Writes Solzhenitsyn, "Everyone forges his inner self year after year. One must try to temper, to cut, to polish one's soul so as to become a human being. And thereby become a tiny particle of one's own people." (First Circle, p. 452.)

b. Education Since the beginnings of Russian society, education has played an extremely significant role. World class achievement in the arts--music, ballet, art, architecture, literature and applied sciences--came about through Russia's appreciation for and development of educational institutions.

(1) Universal education Even under the Communist system, emphasis on education thrived. Although universal schooling was also a goal of imperial Russia, Nicholas Riasanovsky writes in his esteemed History of Russia "*The main Communist contribution has been the dissemination of education at all levels and on a vast scale*" (p. 580). Prior to the Bolshevik revolution, a sizable portion of the Russian people were literate. By 1939, just over 89 per cent of the population could read and write. Today, literacy rates top 98 per cent.

(2) Schooling practices Four, seven, eight and ten year school curriculums are the norm.

Soviet education emphasized a traditional, disciplinarian, lack of elective approach. High standards and serious academic character were valued. Memorization and recitation, with accompanying huge amounts of homework, was the norm. Riasanovsky writes that under the Soviet system, if schoolchildren were to conscientiously do their homework, their reading load would be some 280 pages per day. (See p. 578.)

(3) Post secondary education Technical and special institutes, plus universities, round out the education picture. Students with ability, often based upon highly competitive identification processes, receive opportunities to flourish.

Pulitzer Prize winning New York Times correspondent Hedrick Smith described how students are chosen for the very top schools. Some 300 of the best students from all over Siberia (from a pool of one million students) competed in a sort of "academic Olympiad." Creativity and inventiveness were the distinguishing marks.



Inventions such as alternatives to internal combustion engines, laser machines, hydraulic swampland traversing vehicles all resulted from the competition. (See The Russians, p. 208.) In his updated text, entitled The New Russians, Mr. Smith discusses innovative practices currently taking place in education within the Russian Federation (See pp. 140-147).

c. The Arts Due, in part, to the emphasis upon education and a long history of cultural accomplishment, Russia possesses a rich artistic tradition. From the time of Vladimir I (980-1015), architectural and visual art was connected to the churches--a tradition which continued until the 18th century. This section briefly surveys contributions in music, art, literature and applied science.

(1) Music During the 1860s, Westernizer and Slavophile tensions expressed themselves in musical development, with the result being the founding of the Russian national school. Those of Western bent advocated European techniques and forms. Inspiration from folk song and religious music prompted others.

Pianist-composer **Anton Rubinstein** (ahn-TOHN ROO-bin-stin, 1829-94) founded the Conservatory of St. Petersburg after European models. **Nicholas Rimsky-Korsakov's** (RIM-skee KOHR-sah-kohf, 1844-1908) works have a picture-book quality.



Peter Il'yich Tchaikovsky (IL-yich chi-KOHF-skee, 1840-1893), drew both from his native Russian landscape and folk song to create pieces of great emotional impact and beauty. **Modest Musorgsky** (mo-DEST mooh-ZOHRG-skee, 1839-1881), the "most unmistakably Russian of composers," forsook the life of a military officer to pursue music. The opera **Boris Godunov** (bo-REES GOD-ooh-nohf) is his greatest work. (See Joseph Machlis, The Enjoyment of Music, pp. 245-253.)

Pianist **Sergei Rachmaninov** (ser-GEE rahk-MAH-nah-nohf, 1873-1943) combined a pessimistic Slavic intensity within a German romantic framework. **Igor Stravinsky's** (E-gohr strah-VIN-skee, 1882-1971) spontaneous, explosive, "modern" music is most well known in the ballet *Petrushka*. The clear melodies of **Sergei Prokofiev** (ser-GEE proh-KOH-fee-ahf, 1891-1953) are popularized to American audiences through "Peter and the Wolf." **Dmitri Shostakovich** (di-MEE-tree shos-tah-KOH-veech, 1906-75) is one of the first composers who was steeped in a totally Soviet musical culture.



(2) Art Icons of the Russian Orthodox Church borrowed from the Byzantine (Eastern Roman Empire) tradition, but incorporated a distinctly Russian spirit.

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Some see **Andrei Rublev** (@1360-1430) as the most famous of Russian icon painters. **Wassily Kandinsky's** (VAS-see-lee kan-DIN-skee, 1866-1944) experimental art sought to express feelings through color and lines. **Marc Chagall** (shah-GAHL, 1887-85) who came to Paris from a small Russian settlement prior to World War I, preserved an appreciation for folk art in some of his expressionist works.

(3) Literature Writes Hedrick Smith, "nowhere else in the world is poetry accorded such religious reverence or the poet so celebrated as priest and oracle as in Russia." (The Russians, p. 508.) Select literary figures follow.

Alexander Pushkin (ah-leh-KSAHN-dehr POOSH-keen, 1799-1837), whose life was cut short in a duel, is considered by many the greatest Russian poet. The "father of the Russian novel" is **Nikolai Gogol** (ni-ko-LI GOH-gahl, 1809-1852). "As a prose writer, Gogol had few equals and no superiors, in Russian or anywhere else." (Riasanovsky, p. 358.)

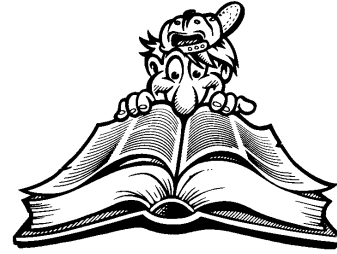
The novel Dead Souls dealt with serfdom. It was realistic, satirical and presented a devastating picture of rural Russia in the time of Nicholas I.



Ivan Turgenev (i-VAHN toor-GE-nyehf, 1818-1883) wrote six novels describing Russian educated society as Turgenev had witnessed it. In the West Fathers and Sons may be his most well known title. **Fedor Dostoevski's** (FYOH-dor dahs-tuh-YEF-skee, 1821-1881) dislike of socialism and positive treatment of religion and psychology made his works suspect under the Soviet regime.

The novels Crime and Punishment, Notes from the House of the Dead, and The Brothers Karamazov explore the mysteries and depths of the Russian soul.

Count Leo Tolstoy's (TOL-stoi, 1828-1910) sweeping novels are filled with a driving, overpowering sense of life and people. War and Peace depicts the War of 1812. Anna Karenina is his second great novel.



Anton Chekhov's (ahn-TOHN CHEHH-of, 1860-1904) plays and short stories left a lasting impact on Russian and world literature. Maxim Gorky (mahk-SEEM GOHR-kee, 1868-1936), novelist, short-story writer and dramatist, became the dean of Soviet writers. Some historians attribute his death to a Stalinist purge (See Riasanovsky, p. 585).

Aleksandr Solzhenitsyn (sohl-zhuh-NEETS-in), who was sentenced to hard labor in Siberia after serving as a military officer in World War II, wrote from his life experience. The short story One Day in the Life of Ivan Denisovich describes a single day's horrors for a political prisoner in a Stalinist labor camp. The First Circle and Cancer Ward also relate the experiences of a political prisoner and exile. The nonfiction Gulag Archipelago condemns police terror and imprisonment practices under the Communist regime. August 1914 gives an account of the first 11 days of World War I. A recent work, November 1916, describes events in the middle of the "Great War."



Nobel Prize winning author (who was forced by the Soviets to decline the prize) Boris Pasternak (boh-REES PAS-tehr-nak, 1890-1960) wrote Doctor Zhivago (1957), after which the movie by the same name was based.

(4) Science From the emancipation of the serfs (in 1863-64) until the revolutions of 1917, Russians made significant contributions to most every area of scientific knowledge. Unfortunately, ignorance of the Russian language and things Russian by the broader world (a similar happening with other nations like Poland), plus a tendency to not utilize the

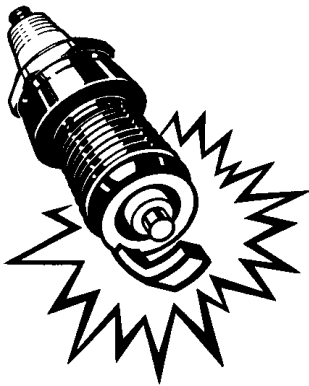
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inventions recently discovered, influenced why broad recognition of these contributions was not wider known.

The mathematician **Nikolai Lobachevsky** (nee-ko-LI loh-bah-CHEF-skee, 1793-1856), chemist **Dmitrii Mendeleev** (DMEE-tri men-DEHLE-ehf, 1834-1907), electricity pioneer **Paul Lablochdov** and **Alexander Popov**, inventor of the radio, are all significant figures. Contributions in medicine, embryology and bacteriology were likewise substantial during the late 19th and early 20th centuries. **Pavlov** (PAH-lahf, 1849-1936) conducted famous experiments demonstrating conditioned reflexes in dogs.

(5) Applied Science Practical science enjoyed a privileged position under Communism. If the Soviet Union was to become a military, economic and technological world leader, then scientific advancement was indispensable.

State financing and organization led to unrivaled space dominance in the late 1950s and early 1960s.



Russia launched the first space satellite, **Sputnik I** (SPOOT-nik meaning "satellite" in Russian), on 4 Oct 1957. The first photos of the hidden side of the moon came on 18 Oct 1959. Lieutenant Colonel **Iurii A. Gagarin** became the first person in space on 12 April 1961. Advancements in rocketry, missiles, atomic and space technology flourished during the latter 20th century.

This progress built upon a pre-Revolutionary legacy from scientists such as space travel pioneer **Constantine Tsiolkovsky** (kon-stahn-TEEN tsyohl-KOF-skee, 1857-1935), born of Polish parents.

5. Russian Societal Cultural Values The following societal cultural traits, adapted from Yale Richmond's *From Nyet to Da*, are helpful in understanding the Russian world and life view.

a. Communal, egalitarian orientation The

Russian word **sobornost** (communal spirit, togetherness) contrasts directly with the individual, competitive spirit of many Americans.

An equal distribution of societal benefits, and removal of inequities, are central to this understanding. The traditional **mir** (agricultural village commune, also interpreted as "world" or "peace") was the cradle of this societal view.



b. Orthodox Christianity Russian Orthodoxy, the

state religion of Russia for over a thousand years, permeates the culture, nationalist aspirations and ethnic identity of Russia's people. Since the collapse of the Communist state, a significant resurgence of interest in Orthodoxy is present. Whether for spiritual reasons or as a symbol of Russian culture and national pride, this trend identifies the importance of Orthodox Christianity on national life.

c. Isolation and

conservatism In part, Russia's geographic makeup contributes to her tendency to turn inward, to remain withdrawn, remote and cautious.



Russia possesses one-eighth of the world's land mass, with few, year-round open seaports. She is a northern country. Moscow is on the same latitude as the lower Hudson Bay. The port of Murmansk (muhr-MANSK) is further north than Nome, Alaska. Her southernmost port, Novorossiysk (nah-vah-rah-SEESK), is the same latitude as Minneapolis.

Vulnerability to wars and invasions led to a mistrust and suspicion of foreigners. Rather than

being radicals and revolutionaries however, Russia's tendency has been to defend the status quo. "[C]ruel climate, harsh history, and skeptical outlook on life have caused Russians to value stability, security, social order, predictability, and to avoid risk. Big changes are feared, and the tried and tested is preferred over the new and unknown." (From Nyet to Da, p. 38.)

d. Triumphalism Many of Russia's elite take pride in identifying Russia as a world power, a nation possessing a great mission. To unite Europe and Asia, to see Moscow as (in Orthodox Christian terms) "the Third and Last Rome" is a driving undercurrent. Many see her unique spirituality, mission and cultural soul as contributing much, making a great impact upon the globe.

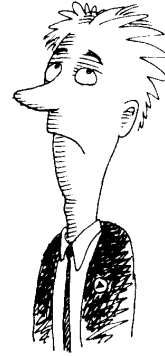


e. Westernizers and Slavophiles Two currents, exemplifying a historic love-hate relationship with the West, run throughout much of Russian political and cultural thought.

Slavophiles accentuate Russia's unique cultural values, perspectives and inherent traditions. The Church takes on a primary role in moral and cultural development. Urbanization becomes suspect, while mir values are idealized. Westernizers, on the other hand, seek to borrow from the West--in technology, rationalism, manufacturing, enterprise--in order to modernize and achieve national superiority.

6. Personal Traits The following characteristics, also adapted from Yale Richmond's From Nyet to Da, and Irene Slatter's Simple Guide to Customs and Etiquette in Russia, identify personal cultural traits.

a. Pessimism American innocence and optimism, with a desire for happy endings to films and novels, contrasts with the morose Russian makeup. The difficulties of life, a sort of "gloom-and-doom mentality" is commonplace. Their bittersweet humor, and emphasis on the dismal side of life reflects the long tragedies endured by her people.



b. Durability The long-suffering, enduring character of Russia's people--through deprivation, hardship, change, upheaval and innovation--is admirable. Stability of institutions, traditions, habits and attitudes, in the midst of decades of disruption and chaos, speaks to the long-lasting, resolute nature of Russia's institutions and peoples.

c. Extremes In personal emotional makeup, many Russians are spontaneous and strong. An "all-or-nothing" frame of mind is present. Passions run deep. This intensity of feeling, and an accompanying "opening of the soul," are valued.

d. Friends Close relationships, familiar faces and investment in others who are held in high regard carry great value.

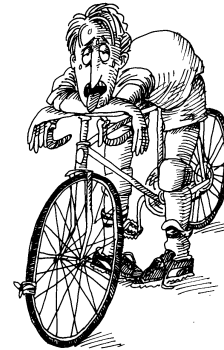
Friendships are not casual undertakings. A small circle of those whom you trust, with whom close attachments are made, is critical. Friendships are cultivated over long periods of time. Once established and nurtured, one engages with friends like with members of the family.



In conducting business, or getting things done, the Russian word **blat** expresses this emphasis upon the familiar face and friendship. "Influence or pull" is a way to work through the system. Family members and friends are often recipients of favors, sometimes leading to what American minds would term corruption.

e. Home Like most all cultures, Russians value their homes. Security, hospitableness, and a relaxed/caring demeanor is found within the home. Though changing, this relaxed atmosphere often contrasts with the more circumspect, "watch-what-you-say," brusque behavior in the workplace. The kitchen becomes a center of social life.

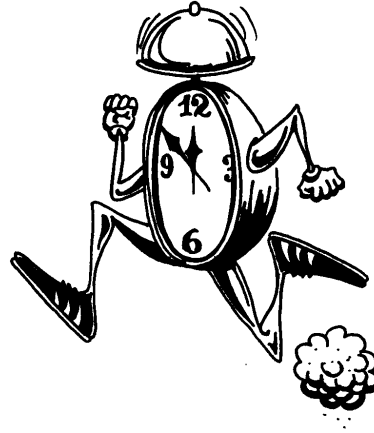
f. Patience In conferring with Russians, or settling a business or military matter, tenacity, stamina, and composure merit great attention. Lengthy, tedious ways of doing business, with the expectation that time and a self-possessed "waiting-it-out" will accomplish much, characterize many negotiations with Russian leaders.



g. No Compromise To settle differences by mutual concession, so commonplace in American ways of life, can be seen as a sign of weakness and betrayal by many Russians. In Russian, the word for compromise (*kompromiss*) possesses a belittling, pejorative connotation. Truth, justice, a "speaking one's mind" and unwillingness to compromise can characterize the Russian approach.

7. Perceptions of Time

Another way to contrast Americans and many other peoples of the world is to analyze the patterns of time as described by Edward T. Hall in his book Understanding Cultural Differences.



Monochronic (one thing at a time) tends to describe many Americans. **Polychronic** (involved with many things at once) people comprise most of the world's population.

Patience, rather than punctuality, is often valued highly by many Russians.



Monochronic People:

- Do one thing at a time.
- Concentrate on the job.
- Take time commitments seriously (deadlines, schedules).
- Are committed to the job.

Polychronic People:

- Do many things at once.
- Are highly distractible and subject to interruptions.
- Consider time commitments an objective to be achieved, if possible.
- Are committed to people and human relationships.

- | | |
|---|---|
| • Adhere religiously to plans. | • Change plans often and easily. |
| • Are concerned about not disturbing others; follow rules of privacy and consideration. | • Are more concerned with those to whom they are closely related than with privacy. |
| • Show great respect for private property; seldom borrow or lend. | • Borrow and lend things often and easily. |
| • Emphasize promptness. | • Base promptness on the relationship. |
| • Are accustomed to short-term relationships. | • Have a strong tendency to build lifetime relationships. |

V. Developing Cultural Sensitivity

How can we effectively build our own cultural sensitivities? Certainly abilities acquired throughout basic training help. The joint military service environment promotes sensitivity. Even observing language instructors can assist. Wholehearted dedication is necessary. But what attitudes promote positive interaction with those from another culture? Can we develop cultural awareness "templates" to enhance our intelligence-gathering capabilities?

1. Maintain Creativity When Using Generalizations

Given the great diversity found in many of the world's regions and cultures, it is difficult to accurately make broad, conclusive statements about others. Cultures and peoples are multi-layered, complex entities. With care, we can discern commonalties and differences between cultures.

Put another way, *"In some ways, all people are alike. In some ways, groups of people resemble each other. In some ways, every person is unique."* (Althen, American Ways, p. xii.)

Richard Mead, in his work entitled International Management, describes the use of generalizations. Overgeneralizing leads easily to stereotypes and prejudices. Sweeping statements routinely introduce incorrect conclusions. Yet...



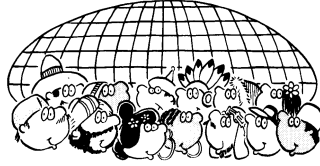
Creative generalizations, concepts tempered with care, refinement, always subject to modification and open to change--enable us to operate efficiently. When kept dynamic, flexible and tentative, this reasoning enables us to make intelligible statements about others.

2. Practice Civility Seeing other people as individuals like ourselves, whose way of life has meaning and continuity, promotes understanding.

Treating ideas, manners and customs with respect deepens our capacity to appreciate another's culture. Being civil--courteous, considerate and polite--opens doors for dialogue and discovery.

3. Realize the Interconnectedness of Religion and Culture Our American society respects the division between church and state. The Constitution guarantees the free exercise of religion for all United States citizens. A spiritual/civil division often exists. Many other countries recognize no such differentiation.

In many areas of the world, politics, economics and government are not divorced from religious belief.



As a modernization process occurs across many parts of the globe, religion--rather than decreasing in importance--actually becomes a force for political and societal renewal.

Religious persuasion runs deep. It permeates many societies. Our recognition of, and appreciation for, this intensity of religious expression enhances sensitivity to others.

4. Be Aware of Differing Perspectives. The following ancient Sufi story, adapted from The Unsborne Book of World Religions, illustrates the wide assortment of viewpoints which can be present (see p. 13).

A beast of mystery appeared in the land of the blind. The ruler sent his advisors out to investigate. Waiting until the mysterious beast was sleeping, they touched it.

The blind man touching the elephant's side said "It's like a wall."

The man touching the tusk reported, "It's like a spear."

"It's like a fan" (the ear).

"It's like a tree" (the leg).

"It's like a snake" (the trunk).

"It's like a rope" (the tail).

The blind men described parts of the same thing--a sleeping elephant. So different cultures can appear differently, depending on our perspective.

In some ways, we all are like the blind men and the elephant, limited by our own perspectives of a given culture or group of people and failing to see the variety of viewpoints present.

VI. Barriers to Cultural Understanding

Many obstacles check our full appreciation of other cultures/religions. The glut of information available--library circulations, Internet contacts, television newscasts and documentaries, newspapers and magazines--can overwhelm with their images and data. Uncomplicated, simple presentations fail to account for subtle, nuanced distinctions of interpretation and meaning.



Our own "spiritual blinders" may inhibit an objective, accurate appraisal of other religious/cultural systems.

Take a moment and consider the following terms. Ask yourself: What associations come to mind? Are the thoughts negative or positive? What difficulties arise when we categorize persons in such ways?

- Nerd
- Raghead
- Bubba
- Bimbo
- Charlie
- Commie
- Fundamentalist
- Dirtbag

Perceptions--our mental grasp of others and their ideas of us--differ, especially in cross-cultural settings. Recognition of our own and others unique perceptions clarifies and deepens understanding.

Unit 1: Cultural Awareness

Common notions of Americans held by many people in other countries include:

- Outgoing, friendly
- Loud, rude, boastful, immature
- Hardworking
- Ignorant of other countries
- Generous
- Wealthy
- Always in a hurry

Depending on the country, many Americans may view others as:

- Meticulous and structured
- Private, suspicious of sharing information
- Authoritarian
- Religious zealots
- Warm and emotional
- Courteous and refined
- Always late

Specific barriers to understanding of other cultures include...

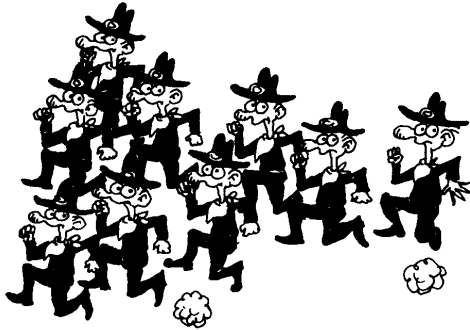
1. Ethnocentrism



Seeing other people's way of life only through one's own "glasses," regarding one's own culture as superior in all ways, can lead to unhealthy, proud attitudes, arrogant self-righteousness, and feelings of haughtiness which can destroy personal relationships.

2. Prejudice Rigid, negative attitudes based on faulty, preconceived, inflexible generalizations, numbs our ability to understand others. Prejudice too readily violates objective standards of fairness, justice, and impartiality.

3. Stereotypes Rigid biases--applied to all peoples of a particular group--demean others.



Perceptions become immune to logic and experience. A stereotyped template skews all incoming information. Depersonalization and dehumanization result. Individuals become caricatured, distorted, and seen too often only in a negative light.

4. American Cultural Barriers Based upon his experiences as a state department official and former hostage during the Iranian crisis, Moorhead Kennedy identifies the following four cultural barriers Americans distinctly possess. These matters especially relate to ethnocentrism and stereotyping.

a. Self-assertiveness Being bullheaded, successful "winners" often inhibits our ability to listen to others. The insensitive military slogan, "when you've got them by the shorts, their hearts and minds are sure to follow" expresses this barrier.

b. Isolationist Too often we see things as we want to see them, overlooking or denying what is really present in another culture.

c. Moralistic Seeing matters with an arrogant, God-given-destiny approach leads to judgmental, critical, insensitive thinking. The tendency is to believe one's standards as superior to those of others, criticizing others on the basis of standards which may not be appropriate for their culture.

d. Religiosity This crusader instinct defines and advocates views concerning secular issues with an absolute religious certainty. Such definitions are more appropriate to the basic tenets of revealed religion. Religiosity goes contrary to the thoughts expressed by Abraham Lincoln, who advocated tolerance

and self-criticism. President Lincoln pointed out that...

"the Confederates prayed to the same God as did the North. We must do the 'right,' but we can do that only to the 'limited extent that God gives us to see it.'" (Ayatollah in the Cathedral, pp. 192-202.)

5. Military Hindrances Sometimes the climate of our Armed Forces creates barriers to cultural understanding. Among these impediments are...



a. Force protection Based upon the legitimate need to protect our Armed Forces personnel in a hostile or ambiguous area of operations, some commands prohibit interaction with local populations and societal structures. They expend little effort to enable soldiers, sailors, airmen and marines to understand the cultures of the area of deployment. Time and resource constraints are part of this oversight. Also, a "less-soldiers-know-the-less-they'll-be-tempted-to-interact" reasoning plays into the equation.

b. Humanize the enemy In the difficult world of force-on-force conflict, some commanders reason that "humanizing the enemy--knowing about the culture, family structures, religion, education and fine arts of those against whom action is taken--creates too much internal conflict for American warriors. It's harder to pull the trigger against someone about whom you've developed a great deal of positive empathy.

c. Arrogance The old "when you've got them by the shorts, their hearts and minds will surely follow"... "we beat up on people" adages still prevail in some circles. The emphasis is that if threatened with enough overwhelming power, most any people will surely acquiesce and give in. Cultural understanding becomes unnecessary.

6. Culture shock



This concept defines the confused feelings one experiences when confronted with a large number of new and unfamiliar people or situations.

Culture shock inhibits accurate understanding of others who are different. Most people undergo the disorientation and upset which comes when traveling to a new country or being placed in a new situation.

Think back to initial encounters with basic training or officer's basic courses. Many go through disorientation and distress. (Remember the first couple of weeks at the Presidio of Monterey?) Often this sense of frustration and bewilderment is compounded by a move to an overseas duty station. Thankfully, with the passage of time, most often these feelings leave.

Culture shock often follows a predictable pattern. Individuals enter a new setting with high energy and excitement levels.



After the initial euphoria, a letdown occurs. Resentment, discouragement, distress, frustration--even hostility and rebellion surface. For linguists and intelligence operatives, becoming entangled in this stage leads to negative, disparaging reactions.

Individuals lock themselves in the barracks with videos and drinks. Little sense of appreciation for host-nation culture and peoples occur. Only when a renewed stage of learning takes place--the acquiring of knowledge of a new society and people--can an atmosphere of acceptance and calm resurface.

Unit 1: Cultural Awareness

Indications of the long-term effects of culture shock may surface due to a persons being too long, under too much pressure, in a country not his or her own.

Robert Kohls, in his book Survival Kit for Overseas Living, outlines an action plan for dealing with culture shock:

a. Gather information Before leaving for a new location, duty station, or overseas post/base, learn as much about that new setting as possible.



b. Analyze When hit with the letdown stage, look for logical reasons--describe, interpret, and evaluate what is happening to you.



c. Resist Negativity If the temptation comes to disparage the new culture, fight the tendency to fall to negative jokes and comments. Remain positive.



d. Befriend a Host-Nation

Counterpart Talk over your own reactions and feelings with someone who has a sympathetic ear, who can help you understand the new setting.



e. Demonstrate Confidence

Realize that these feelings too shall pass. Focusing on the long-term, positive outcome outlasts emotional reactions often experienced in the present.



"Read between the lines."

Vocabulary List: Cultural Awareness

Creative generalizations Concepts--tempered with care and refinement, always subject to modification and open to change--which enable us to make careful statements. When kept dynamic, flexible and tentative, this conceptual format enables us to make intelligible statements about others.

Cultural sensitivity Possession of attitudes and knowledge which enables one to be aware of and interact with differing ethnic, racial and national groups

Culture That which guides people in their thinking, acting and feeling. Language, values, customary behaviors; ideas, beliefs and patterns of thinking; these attributes describe social characteristics of a people. The total way of life of a group--passed on from generation to generation

Culture shock The disorientation and upset which often accompany traveling to a new country or situation. Emotions vary including euphoria, distress, resentment, hostility, rebellion, and negativity.

Dostoevski, Fedor (FYOH-dor dahs-tuh-YEF-skee, 1821-1881) Russian writer whose dislike of socialism and positive treatment of religion and psychology made his works suspect under the Soviet regime. His novels Crime and Punishment, Notes from the House of the Dead, and the Brothers Karamazov explore the mysteries and depths of the Russian soul.

Ethnocentrism Seeing other people's way of life only through one's own "glasses," regarding your own culture as superior in all ways, which leads to unhealthy, proud attitudes, arrogant self-righteousness, and feelings of haughtiness which can destroy personal relationships

Gagarin, Iurii A. Soviet astronaut who was the first person in space, 12 April 1961

Monochronic time Having a tendency to do only one thing at a time. Describes the approach to time held by many Americans

Peace operations An umbrella term that encompasses the following types of activities--those that diplomatically lead (preventive diplomacy, peacemaking, peace building) and other complementary, (predominately military), peacekeeping and peace-enforcement activities

Perceptions Our mental grasp of others and their ideas of us

Polychronic time Tending to be involved in many things at once. Describes those who live in many non-European countries of the world

Prejudice Rigid, negative attitudes based on faulty, preconceived, inflexible generalizations, which numb our ability to understand others. Prejudice too readily violates objective standards of fairness, justice and impartiality.

Proverb Short, pithy saying commonplace in most every culture

Russian Soul Depth of Russian romantic spirit and character. Expresses itself in emphasis on feeling, sentiment, nostalgia for the past and valuing of suffering over satisfaction. Characterized in part by prolonged patience which, when finally exhausted, give way to explosive anger.

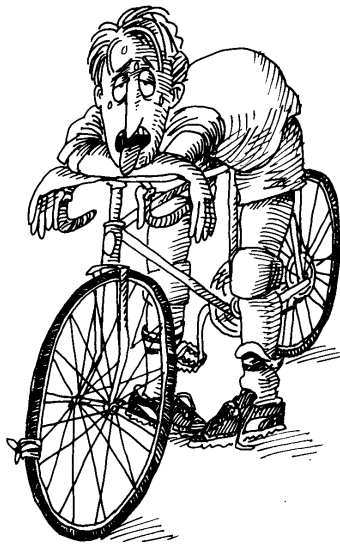
Slavophile Russian school of political/cultural thought which emphasizes Slavic roots, Russia's unique cultural values, the primacy of the Eastern Orthodox Church and a idealization of mir values.

Solzhenitsyn, Aleksandr (sohl-zhuh-NEETS-in) Russian author sentenced to hard labor in Siberia after serving as a military officer in World War II. Works include One Day in the Life of Ivan Denisovich (describing single day's horrors for a political prisoner in a Stalinist labor camp), First Circle and Cancer Ward, the Gulag Archipelago (a condemnation of police terror and imprisonment practices under the Communist regime), and August 1914, an account of the first 11 days of World War I.

Stereotypes Rigid biases applied to all peoples of a particular group--thus simplifying and demeaning others. Perceptions become immune to logic and experience. A stereotyped template skews all incoming information. Depersonalization and dehumanization result. Individuals become caricatured, distorted, and seen too often only in a negative light.

Tchaikovsky, Peter Illyich (IL-yich chi-KOHF-skee, 1840-1893)
Russian composer who drew from native Russian landscapes and folk songs to create works of great emotional impact and beauty.

Tolstoy, Leo (TOL-stoi, 1828-1910) Russian novelist whose works are filled with a driving, overpowering sense of life and people. War and Peace depicts the War of 1812. Anna Karenina is another of his great works.



"Find your second wind."

Review Quiz: Cultural Awareness



Part 1--Matching Place the correct letter in the blank provided. Not all of the lettered items may be used.

- | | |
|---------------------------------|--|
| 1. ____ Stereotypes | A. Concepts--tempered with care, refinement, always subject to modification and open to change--which enable us to make careful statements. |
| 2. ____ Polychronic time | |
| 3. ____ Blat | |
| 4. ____ Slavophile | B. Possession of attitudes and knowledge which enables one to be aware of and interact with differing ethnic, racial and national groups. |
| 5. ____ Networking | |
| 6. ____ Prejudice | C. The disorientation and upset which often accompany traveling to a new country or situation. |
| 7. ____ Creative generalization | |
| 8. ____ Monochronic time | D. That which guides people in their thinking, acting, feelings, language, values, customary behaviors; ideas, beliefs and patterns of thinking. |
| 9. ____ Peace operations | |
| 10. ____ Culture shock | E. Seeing other people's way of life only through one's own "glasses," regarding your own culture as superior in all ways. |
| 11. ____ Ethnocentrism | |
| 12. ____ Culture | F. Term describing the emphasis upon a familiar face and friendship ("influence or pull") to work through the system. |
| | G. Having a tendency to do only one thing at a time. |

- H. Trend of Russian thought which accentuates Russia's unique cultural values, perspectives and traditions.
 - I. An umbrella term that encompasses many types of activities; those that diplomatically lead (preventive diplomacy, peacemaking, peace building) and two complementary, (predominately military), peacekeeping and peace-enforcement activities.
 - J. Our mental grasp of others and their ideas of us.
 - K. Tending to be involved in many things at once.
 - L. Rigid, negative attitudes based on faulty, preconceived, inflexible generalizations, which numb our ability to understand others.
 - M. Short, pithy sayings commonplace in most every culture.
 - N. Importance of developing a relationship or "connection" to procure goods and services.
 - O. Rigid biases applied to all peoples of a particular group--thus simplifying and demeaning others. Perceptions become immune to logic and experience.
-



Part 2--Multiple Choice Place
the letter of the most correct
answer in the blank provided.

1. ____ What statement best reflects why cultural awareness is important for military linguists?
 - a. When you have them by the shorts, hearts and minds will soon follow.
 - b. Such awareness promotes harmonious interaction with Allied counterparts.
 - c. Guns and butter get things done.
2. ____ For LTG Pagonis, chief allied logistician during Desert Shield/Storm/Farewell, what was the most important communication pattern he employed during the conflict?
 - a. Fingering worry beads.
 - b. Displaying self-control and calmness in all settings.
 - c. Spouting forth Persian Gulf gender issues.
3. ____ During Desert Storm/Shield/Farewell, General Schwarzkopf discovered that decision-making time with Saudi Arabian counterparts took _____ than that with other Americans.
 - a. excessively longer
 - b. much less time
4. ____ The diversity of American attitudes towards gun control, abortion, and dealing with the federal deficit demonstrates
 - a. that people like to spout off without thinking.
 - b. that Americans are a monolithic, homogeneous people.
 - c. the great variety within our country.

Unit 1: Cultural Awareness

5. _____ What is **NOT** a cultural awareness advantage possessed by military personnel?
- a. Diversity found within the nation and military
 - b. Acculturation of "noble values" occurring in basic training
 - c. Being perceived by non-Department of Defense as having the military mindset
6. _____ When developed correctly, creative generalizations most often are
- a. subject to modification and open to change.
 - b. sweeping statements leading to erroneous conclusions.
 - c. the basis for stereotyped, prejudiced notions about others.
7. _____ In many areas of the world, politics, economics, government, and religious beliefs are
- a. confined to separate, individualized compartments of society.
 - b. fused together, being intertwined throughout the culture.
8. _____ The American Constitution respects
- a. the division between church and state.
 - b. church/state fusion.
9. _____ Seeing other people's way of life only through one's own "glasses," regarding one's own culture as superior, best describes
- a. ethnocentrism.
 - b. religiosity.
 - c. culture shock.
10. _____ Both Russians and Americans share a common
- a. view towards authority.
 - b. frontier spirit.
 - c. emphasis upon the individual.

11. _____ "Russian Soul" is seen throughout Russian society in the emphasis given

- a. music by Ray Charles.
- b. suffering over satisfaction, feeling and nostalgia.
- c. Igor Stravinsky's melodic harmonies played in Moscow subway stations.

12. _____ A Russian author, whose works most readily display a rich spirituality, courage and moral strength, is

- a. Iurii Gagarin.
- b. Nikolai Lobachevsky.
- c. Aleksandr Solzhenitsyn.

13. _____ In the decades prior to the Soviet emphasis upon space exploration, there was

- a. little Russian scientific attention given to space travel.
- b. detailed scientific work by space travel pioneer Constantine Tsiolkovsky.
- c. no money, funds or interest in outer space.

14. _____ With the collapse of the Soviet Communist state, the _____ receives renewed attention as a source of culture, ethnic and moral identity.

- a. Russian Orthodox Church
- b. lectures of Lenin on the Soviet Motherland
- c. Russian Defense Council for Military Affairs

15. _____ Russia's geographic makeup, wherein she possesses one-eighth of the world's landmass, causes her to turn

- a. inward, remaining withdrawn, remote and cautious.
- b. outward, focusing on expansionist ventures in Angola, Somalia and Cuba.
- c. upward, to explore the far reaches of outer space.

16. _____ Bittersweet humor, and an emphasis on the dismal side of life expresses the personal tendency of many Russians to be _____.

- a. introverts.
- b. pessimists.
- c. lovers of Red Dagger.

Unit 1: Cultural Awareness

17. _____ Compromise, for many Russians,
- a. is highly valued as a way to work through bureaucracy.
 - b. is often seen as a sign of weakness and betrayal.
 - c. carries a positive, highly affirmative connotation.
18. _____ The most "unmistakably Russian of composers" is
- a. Nicholai Gogol.
 - b. Andrei Rublev.
 - c. Modest Musorgsky.
19. _____ A Russian author, who explored the mysteries and depths of the Russian Soul, who penned Crime and Punishment and The Brother's Karamazov, is
- a. Aleksandr Solzhenitsyn.
 - b. Fedor Dostoevski.
 - c. Aleksander Pushkin.
20. The first Russian in outer space was
- a. Timothy Leary.
 - b. Trofim Lysenko.
 - c. Iurii Gagarin.
-

Part 3--Identification U.S. or nations in transition personnel traditionally possess the following proverbs and values. Place 'US' in front of those held by many Americans; and 'NT' before those held by many Russians.



1. _____ A stitch in time saves nine.
2. _____ Don't brag about the deal until you get the seal.
3. _____ More people are drowned in a glass than in the ocean.
4. _____ Together in the village we will move even mountains.
5. _____ God helps those who help themselves.
6. _____ The slower you go, the further you'll get.
7. _____ Who serves the Tzar cannot serve the people.
8. _____ If at first you don't succeed, try, try again.
9. _____ Better to have one hundred friends than one hundred rubles.
10. _____ If all laws perished, the people would live in truth and justice.
11. _____ Change, progress and trust in the future.
12. _____ Individualism and privacy.
13. _____ At home do as you wish, but in public as you are told.
14. _____ Instruction shapes your mind; upbringing, your manners.
15. _____ Open, direct, assertive ways of communicating.
16. _____ Informality in speech, dress and approach to life.

17. _____ Don't hurry to reply, but hurry to listen.
18. _____ Truncated, fast, efficient and organized use of time.
19. _____ If people could foresee the future, they would still behave as they do now.
20. _____ It's easy to steal when seven others are stealing.

Part 4--Selection Place an M (Monochronic [American/European] People) or a P (Polychronic [non-American/non-European] People) before the trait which tends to describe many monochronic or polychronic peoples.



1. _____ Borrow and lend things often and easily.
2. _____ Emphasize promptness.
3. _____ Change plans often and easily.
4. _____ Do many things at once.
5. _____ Highly distractible and subject to interruptions.
6. _____ Concentrate on the job at hand.
7. _____ Strictly adhere to set plans.
8. _____ Seldom borrow or lend.
9. _____ Do one thing at a time.
10. _____ Take deadlines and schedules seriously.



Part 5--True/False Place a T or an F
in the blank provided.

1. _____ Recent peace operations and combined UN/multinational missions demonstrate the importance of awareness of cultural factors by military personnel.
2. _____ Successful intelligence collection includes religious beliefs, political loyalties, and ethnic backgrounds of regions analyzed.
3. _____ Assessing the determination of a resistance group to persevere can be a part of the intelligence mission.
4. _____ The U.S. military is the largest, most diverse organization in our nation.
5. _____ Concerning time perceptions, Americans tend to be polychronic people.
6. _____ Creative generalizations foster rigid, bullheaded opinions and attitudes.
7. _____ Cultures and peoples are multilayered, complex entities.
8. _____ It is difficult to make broad, accurate, conclusive statements about others.
9. _____ Demonstrating civility and respect promotes understanding between groups of people.
10. _____ In many cultures of the world, religion is an increasingly important force for political/societal renewal.
11. _____ The glut of information available (books, Internet contacts, newspapers, news broadcasts), if mishandled, can create barriers to cultural understanding.

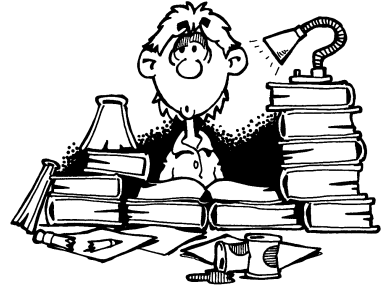
Unit 1: Cultural Awareness

- 12. _____ Personal "spiritual blinders" may inhibit accurate appraisal of other religious/cultural systems.
- 13. _____ Arrogant self-righteousness and haughty feelings can destroy relationships and make barriers to understanding.
- 14. _____ Self-assertiveness often enhances our ability to listen to others.
- 15. _____ Demonstrating confidence, realizing lousy feelings often pass, and focusing on the long term can help one deal with culture shock.



"Let Off Some Steam!"

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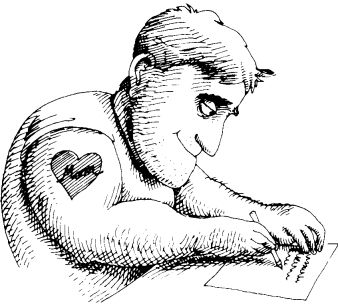
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"You've got to go from where you are. You've got to do the best with what you have." (General Edward C. Meyer)